17 November 1980

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MEMORANDUM FOR: [                    ]
PMES/OPPP&M

FROM          : [                ]
RB/PSS/OMS

VIA           : [                ]
Chief/RB/PSS/OMS

SUBJECT       : Performance Appraisal Report (PAR) Survey

1.  PSS has processed the PAR Surveys which you sent us the week of 27 October 1980.  We now have survey data for 629 employees on a computer file and you have now received the analyses of the data which you requested.

2.  The attached computer listing represents a "first cut" of the survey data.  The listing contains tables comparing demographic items in the survey, i.e., items 1 thru 7, with the items pertaining to the PAR.  These comparisons are presented in the form of tables and associated statistics.

Each cell in a table contains:
a.    The cell counts – actual numbers of people with that combination of responses, e.g., numbers of males who have "read PAR handbook."
b.  Row Percent – the percent that each cell is of its row total.
c.  Column Percent – the percent that each cell is of its column total.

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Also presented for each table are row and column totals and a Chi-square value.  The Chi-square test "measures the difference between the observed distribution and the expected distribution.  The Expected value of a given cell is the count of cases we might expect to find in the cell if we knew just the row and column sums.  If the Chi-square is small these differences between the observed and the expected values could have occurred by chance and the variables are considered to be independent.  If the Chi-square is large it indicates that there is a relationship between the variables"...[1]  To the right of the Chi-square value, in parentheses, is a probability value – an indication of the significance of the relationship between the two variables being compared.  A probability value of .05 or less is considered significant.  It refers specifically to the probability of obtaining a Chi-square value of that magnitude by chance.  For a given Chi-square value with specified degrees of freedom; i.e., d.f.[(number of rows-1) times (number of columns-1)], the probability value can also be obtained from any of several statistical tables available in the open literature

3.    PSS is able to perform these analyses quickly and efficiently through the use of sophisticated computer software.  This software is in many respects tailor-made to PSS requirements and enables us to maintain the raw data efficiently and to analyze these data in a very short time.

4.    We understand that more survey questionnaires will be forthcoming e.g., from SIS members, and we can easily add these cases to the existing file.  We, of course, will be happy to provide your Staff with further analyses whenever the need for them arises.

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[1]/    Buhler, Shirrell and Roald., P-STAT 78, User's Manual, 1979, P-STAT, INC.

**Next 4 Page(s) In Document Exempt**

PAR- Survey of Component Personnel Officers

Responses were received from DDA, DDST, and NFAC. (E CS was not queried.)

Perhaps the word most frequently used in the responses was "cumbersome", with several adding "awkward." Since

the new system requires 4 pages instead of 1 in the old system, such responses could be

expected. Additionally, many found the interleaved carbons difficult to deal with.

Computer generated preparation of Part A was widely applauded, but with the

suggestion that it be done in the original only, and that any other required copies

by Xeroxed. Components also found it difficult to locate necessary blocks for signature.

Because of the greatly increased amount of paper, and the considerably more time which

supervisors and personnel people have to devote, it can certainly be said that the new

system cost more in both time and money. While these additional cost are somewhat offset

by some savings in effected by the introduction of the computer generated form, measured

against the increase, the savings are probably not significant.

25 June 1980

Comments of DDS&T component Personnel Officers on effectiveness of new PAR system.

The new system is of considerable help, especially the timesaving in preprinted forms - Across the board it is a good system (with a few kinks).

Doesn't sense much difference.

Preprinted forms helpful. However, system is more cumbersome in the sense of so many blocks for checks, X's and signatures, combined with TRB nitpicking, causes more time spent on forms being returned for corrections, etc.

By and large the system is more cumbersome, i. e., there are now three separate forms to be prepared which, if done conscientiously, require more time. Form is awkward in regard to signature blocks, checks, X's, etc..

System taking up more time with the three forms. Regardless of attending PAR workshops and having the manual, people are coming in with a lot of questions and needing a lot of guidance. System is not kicking out trial period employees properly and they're having to check them manually.

Mechanically helpful. Overall system with the three forms, etc. is more cumbersome.